

MALCOLM IEUAN ROBERTS

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Successful strategic and operational leadership across sectors as executive, director, and consultant with University of Chicago MBA. Led successful development of Australia's then largest and most complex underground coal mine project to pioneer a transformative and highly productive culture. Demonstrable strength of character and exceptional engagement of people. Lived and worked across five Australian states, eight American states, India and New Zealand. Leads executives and teams using safety, continuous improvement methods and process-based systems for improving productivity and profit while reducing operational and commercial risk and increasing reliability, commitment and pride.

PROFESSIONAL DEVELOPMENT

THE UNIVERSITY OF CHICAGO BOOTH SCHOOL OF BUSINESS, **MBA**, USA, 1988 - 1990

UNIVERSITY OF QUEENSLAND, **BE (Honours, Mining)**, Australia, 1973 - 1976

FELLOW of the Australian Institute of Company Directors, FAICD, since 2004

SITE SENIOR EXECUTIVE CERTIFICATE, Coal Mining, Qld, Australia.

FIRST CLASS MINE MANAGER'S CERTIFICATES OF COMPETENCY, NSW and Qld, Australia

EXTENSIVE personal inner exploration and development of consciousness since 1999

PROFESSIONAL EXPERIENCE

CONSCIOUS PTY LTD (trading as Catalyst For Corporate Performance), 1994 - Present

CO-FOUNDER, Brisbane, Qld, Australia www.conscious.com.au

Providing operations leadership under contract, advising executives and directors, troubleshooting in Australian and overseas clients. Examples include:

- Operations general management under contract in New Zealand at Solid Energy's Spring Creek business where I reconfigured and led the management and workforce. We doubled core process productivity, set a New Zealand production record and restored statutory compliance.
- At an American client, Iluka USA, I advised the company President on strategy and operations and assisted the management team with implementation at production sites in Florida and Virginia. My methods led directly, for example, to reducing by more than half the time to replace key production equipment during maintenance and to sustained large increases in accountability and productivity.
- At an internationally prominent Australian university I investigated and advised on executive performance in a sensitive and troubling confidential issue. The Vice Chancellor fully implemented my succinct and direct report.
- At Glencore's Cumnock business in NSW I guided the client's leadership to double core process productivity and reduce capital employed. This was achieved as an advisor combined with active stints as manager within the operations leadership team as needed for implementation.
- At Consolidated Rutile's Queensland operations I advised the leadership team on improving leadership and business productivity. Adoption of my methods led to an immediate 20% increase in productivity at CRL's oldest processing plant and substantial improvements in productivity, response time, reliability, quality, accountability and performance at all its production sites.
- Clients include **USA**: DuPont, Iluka; **New Zealand**: Solid Energy, Couer Gold; **India**: Caterpillar; **Australia**: Graincorp, NSW govt, James Cook University, Henty Gold, Alcan Gove and Montreal staff, Xstrata, Shell Coal, Iluka, Eltin Contractors, Montessori, MIM Coal, Oakbridge, Goldfields Ltd.
- Results are achieved by applying a proven process-based Measurement•Analysis•Reporting (M•A•R) system and 7-step continuous improvement method in processing plants, mines, factories and service industries. My methods use practical Statistical Process Control (SPC) giving people

understanding of variation in performance because this is far more important than knowing the level of performance. These methods quantifiably improve safety and productivity, increase work and product quality and build accountability.

- Project management tools are used to strategically plan, implement and track culture change – achieved and sustained by consciously redesigning basic and secondary systems that drive behavior.
- Communication, authenticity, and connection are improved at all levels within a client through practical, needs-driven leadership and management coaching.
- A complete and comprehensive approach is used strategically and operationally to improve performance by redeploying capital and building competitive advantages to achieve more with less.

MONTESSORI SCHOOL LTD, 1999-2003

CHAIRMAN OF THE BOARD (NON EXECUTIVE DIRECTOR), Brisbane, QLD, Australia

Following my executive leadership and results in Atlantic Richfield, a corporate executive from that company approached me to join and lead the board of Montessori School Limited where I:

- Led turnaround of a medium sized, closely held public company with 400 demanding shareholders.
- Provided personal leadership; systematically instilled customer-focus, discipline and accountability; developed executive and staff; produced 50% increase in customer retention, 18% lift in enrolments and enhanced service delivery for secure revenues, stable cost base and financial security.
- Successfully launched new service that enhanced business reputation, image and service delivery.
- Developed board governance systems and documents adopted internationally.
- Built a solid relationship with the chief executive; developed his leadership and interaction skills; became his sounding board; provided personal mentoring while supporting his efforts; guided his work and held him accountable.

ATLANTIC RICHFIELD CO (Gordonstone Joint Venture – American-Australian-Japanese), 1990 - 1993

GENERAL MANAGER, Brisbane and Emerald, Qld, Australia

- Led Australia's largest underground coal project through construction, commissioning and operation to record-breaking production and safety within 3 years, powered by M•A•R system developed using Statistical Process Control from MBA and previous operations management experience.
- Initiated the strategy, design and negotiation of Australian coal industry's first modern site-based union award in highly complex project. Gordonstone's early success was due to involving people while maintaining firm industrial relations and holding unions accountable.
- Recruited and prepared 500 people in 15 months. Despite difficult geology, achieved best safety performance of large Australian coal mines at the time.
- In first year of operation became Australia's first longwall production face to achieve 4 million tonnes per annum—25% higher than Australia's record and double Australia's previous best under comparable high-density strata support. The next year it was the first to produce 5 mtpa.
- Underground roadway development rates double that of the next best in Australia with positive culture producing exceptionally high work quality standards and workforce retention.
- New process-based organisation structure and systems subsequently imitated in the industry. Success due to ingraining Statistical Process Control (SPC) and continuous improvement tools into M•A•R in core mining and support activities from operators through to Site Leadership Team.
- Reported to Joint Venture board. Personal performance repeatedly rated by managing partner Atlantic Richfield's rigorous performance appraisal system as "Exceeds Expectations."

COAL & ALLIED OPERATIONS, Hunter Valley, NSW, Australia, 1982 - 1988

MINE MANAGER (Moonee Mine, Wallarah Coal Processing Plant and Shiploader, West Wallsend Mine)

- Rapidly improved work culture and radically changed practices at three sites resulting in greatly improved accountability, safety, productivity and work standards by instilling discipline using process-based systems, and then freeing and connecting people to collaboratively use talents. Turned around mines commercially and increased cost awareness and control across workforces.

- Drove extensive change removing entrenched managerial and union work practices using personal communication and visual statistical tools garnered from benchmarking across industry sectors.

SENIOR MINING ENGINEER, then SHIFT UNDERMANAGER (Liddell Mine), 1982 - 1984

- Improved communication, accountability, safety, regulatory compliance, morale, and performance of shift crews as Undermanager using systematic analysis, integrity and connected leadership.
- Developed Australian underground coal's first computerised performance measurement and reporting system enabling simple visual display of SPC tools. Foundation for future M•A•R.

PEABODY COAL COMPANY and CONSOLIDATION COAL COMPANY, USA, 1979 - 1981

MINING ENGINEER, large surface and modern underground mines

- Assisted in pioneering new technology and used data to hold government inspectors accountable.

UNDERGROUND COALFACE MINER, four Australian regions, five different mines, 1977 - 1979

- Practical experience with diverse people, methods, conditions, and workplace cultures.

COMMUNITY CONTRIBUTION

THE GALILEO MOVEMENT, Australia, 2011 - Present

PROJECT LEADER,

- Recruited to lead The Galileo Movement www.galileomovement.com.au to build internationally recognised media and advocacy campaign holding agencies, politicians, and journalists accountable for climate data and reporting. I am responsible to co-founders and directors.
- Body of personal work www.conscious.com.au recognised as arguably the most comprehensive of its type globally.
- Took empirical scientific evidence into the national and international discussion in this politically entrenched and emotive issue.
- Internationally renowned palaeoclimatologist, the late Professor Bob Carter stated in writing that my February 2015 report on climate science and politics to cabinet ministers Senator Simon Birmingham and Bob Baldwin MP is "a wonderful summary brief" and "simply amazing."
- Internationally eminent Canadian climatologist Professor Tim Ball confirmed my October 2015 practical summary of the empirical evidence as scientifically accurate.
- Quality of research and persistence led to my advice on policy being sought by Parliamentarians.
- Demonstrated integrity by refusing salary for this vital community work.
- Developed understanding of governmental and political processes.
- Refined and extended effective public speaking experience engaging with large crowds and confidential groups.
- Successful media experience across electronic and print media. Defined criteria for social media and oversaw its rise into reportedly the world's largest following for our type of group.

BOARD MEMBER, International Montessori Council, USA global Advisory Board, 2000 – 2008

- Joined the board at the invitation of Tim Seldin, Chairman of the Montessori Foundation and the IMC. Tim is an international authority on Montessori education and school governance.
- Tim's invitation came after learning about my successes as Chairman at Brisbane's Montessori School Ltd.
- I assisted the IMC in strategy, in forming board systems and in general advice, spoke on leadership at conferences, built relationships with people outside Montessori School Ltd and promoted Montessori education.

MEMBER, NSW technical exchange and commercialisation mission to Guandong province, China, 1987

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